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ABSTRACT

This self-instructional unit for supervisors and managers in the British hotel and catering industry is intended to consolidate work covered in a 1-day course. The unit covers the essential elements in the final stage of supplying food and drink--the point at which these items are served and sold to the customer. The document begins with an introduction and advice on how to use the unit. Each remaining section covers one of the following topics: (1) styles of service; (2) table service; (3) counter service; (4) planning and design; (5) sales control; (6) organizing the right staff; and (7) hygiene, safety, and the law. Each section contains trainee objectives and pencil and paper activities, with suggested answers, designed to help trainees meet those objectives. (CML)

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INCREASING OPPORTUNITIES
for
SUPERVISORS AND MANAGERS

FOOD & BEVERAGE PROVISION

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OPERATIONAL MANAGEMENT PROGRAMME

Food & Beverage Management

MODULE

FOOD & BEVERAGE PROVISION

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Food & Beverage Provision was first published in 1985 as part of *Food and Beverage Management* — produced under an Open Tech contract with the then Manpower Services Commission. *Food and Beverage Management* was written by Peter Jones. It was extensively revised in 1988. The text used in *Food & Beverage Provision* has been edited and up-dated by Jennifer Murray and Roy Hayter with the help of Peter Critten and Jan Adamson. Cartoons are by Ian West.

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FOOD & BEVERAGE PROVISION

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HOW TO USE THIS UNIT

The material in *Food & Beverage Provision* is presented in a self-study format. It will help build on and consolidate the work covered in the one-day HCTC course of the same title.

Food & Beverage Provision is divided into seven sections. Each begins with a statement of the objectives which will be reached once you have completed the section.

From time to time you will be asked to relate information given in the text to your own experience and knowledge. Space is provided below these activities for you to write your answers. Some suggested solutions to the questions are given on the following page.

You will need to refer to the set book:

- *Food Service Operations* by Peter Jones, published by Cassell Educational Limited, London, 1988, ISBN 0 304 31566 4

You will also be referred to three books in the HCTC/Macmillan *Mastercraft Series*:

- *Servicecraft: Food and Beverage Service*, ISBN 0 333 46335 8
- *Barcraft: Bar and Alcoholic Beverage Service*, ISBN 0 333 46338 2
- *Health, Hygiene and Safety in the Hotel and Catering Industry*, ISBN 0 333 45789 7

Delegates on the HCTC course will receive a number of assignments relating to *Food & Beverage Provision.*

INTRODUCTION

In *Food & Beverage Provision* you will cover the essential elements in the final stage of supplying food and drink — that is, the point at which these are served and sold to the customer.

Sections 1, 2 and 3 look at the various styles of table, counter and bar service. Section 4 covers restaurant planning and design. In Section 5 you are introduced to methods of sales control and analysis, while Section 6 looks at the importance of staffing your operation appropriately. The final section considers the legal, hygiene and safety aspects of food and beverage sales.

SECTION 1
Styles of service

"a table for two? right this way gentlemen"

After completing this section you will be able to:

- review how certain styles of food and beverage service are associated with particular types of establishment in the industry
- identify some recent changes in drink (and food) service in licensed establishments.

FOOD & BEVERAGE PROVISION

There are many styles of food and beverage service. These reflect the type of establishment, its location, the needs of its customers, what food and drink products are offered, the price charged and so forth.

Certain styles of service are traditionally associated with particular types of establishment in the industry. Have a go at matching the following. (Some of the styles of service may be unfamiliar to you, but they will be explained in Sections 2 and 3.)

Establishment

1. *Hotel restaurant*
2. *Top class restaurant*
3. *Staff canteen/cafeteria*
4. *Hospital*
5. *Steak bar*
6. *Pizzaria*
7. *Pub*
8. *Leisure centre*
9. *Chinese restaurant*
10. *Motorway service restaurant*
11. *Airline*
12. *Railway restaurant car*
13. *Fish and chip shop/take-away*
14. *Burger bar*
15. *Wine bar*
16. *Residential home*

Service styles	***Types of establishment*** *(use numbers)*
Silver	
Plated	
Family	
Guéridon or side table	
Self-service	
Fast food	
Buffet	
Carvery	
Vending	
Tray	

Service style	Types of establishment
Silver	1. Hotel restaurant 2. Top class restaurant 11. Airline (first class) 12. Railway restaurant car
Plated	5. Steak bar 1. Hotel restaurant 7. Pub 16. Residential home 6. Pizzaria 15. Wine bar
Family	9. Chinese restaurant 16. Residential home
Guéridon	2. Top class restaurant
Self-service	3. Staff canteen/cafeteria 10. Motorway service restaurant 8. Leisure centre 7. Pub
Fast food	13. Fish and chip shop 6. Pizzaria 14. Burger bar
Buffet	3. Staff canteen/cafeteria 10. Motorway service restaurant 7. Pub 1. Hotel restaurant
Carvery	1. Hotel restaurant 7. Pub
Vending	3. Staff canteen/cafeteria 4. Hospital 8. Leisure centre
Tray service	4. Hospital 11. Airline 8. Leisure centre (eg by the pool) 16 Residential home

The choice of service style should depend on what the customers want and need (to find this out requires marketing), and on the best possible method of providing it (according to the operational requirements of the business, for instance). There are two main categories of service:

- *Table service* in which the food is brought by serving staff from the food preparation area to the customers at their tables, either already on the customers' plates or on serving dishes from where the food is transferred to individual plates in front of the customer.
- *Counter service* in which customers collect the items they want from a counter, buffet table or vending machine and carry them to a table or another place to be eaten.

Some establishments may use both counter and table service, for instance:

- a pub which offers bar snacks from a food display counter and provides table service in the restaurant.
- a hotel restaurant where customers for breakfast collect their cereals and fruit juices from a buffet table, but hot food items such as fried egg and bacon are ordered and brought to them by serving staff.

Pubs and other licenced premises where people go for a drink have changed significantly in recent years in response to customer demand. The types of drink sold have altered too.

List briefly some of the changes which have occurred during the 1980s in the places where people go for a drink.

Pubs More than half of British pubs now serve food and coffee as well as drinks, often in a special dining area. The traditional lounge and public bars have been converted to one-bar areas which reduces the number of staff needed and increases the amount of space available to customers. Some pubs have been converted to appeal particularly to young people (who now make up a substantial proportion of the drinking public). New computerised game machines and music have also been introduced. Perhaps the most significant change in pubs and other establishments where the sale of alcoholic drinks is a major source of revenue, is due to the reform of the legislation in 1986-88 which means licensed premises can stay open all day except Sundays (see unit 36 of *Barcraft: Bar and Alcoholic Beverage Service).*

Restaurants A number of restaurants have converted to American style bar-restaurants or brasseries which offer food and drink in a more informal atmosphere, for example with one long bar and a few tables.

Hotels Hotels in cities and towns which in the past have mainly catered for business people, tourists and other visitors are now realising there is a local demand for more informal and relaxed service, with young, casually dressed staff, music and even live entertainment. Many hotels now offer conference facilities, some for large numbers of people.

Theatres, cinemas, museums and stately homes These establishments are realising the importance of drink and food sales to their business.

Conference centres Facilities are provided by hotels, educational establishments and other establishments with overnight accommodation. Conferences provide a good opportunity for food and drink sales — many are attended by large numbers of people.

New drinking premises Wine bars and cocktail bars, with distinctive decor often based on a specific theme and designed to appeal to young people, have proved popular. Leisure centres which are being built all over the country serve food and drink in a variety of outlets. New covered shopping centres and multi-plex cinemas, some with as many as ten screens, are designed to appeal to the family on a day out and offer a variety of food and drinks and service styles.

Food and drink The public is becoming more health conscious, and as a result foods which are high in fibre and low in saturated fats, salts, sugars and calories are becoming more popular. Low and non-alcoholic drinks have also seen a surge in sales. In the last ten years the sales of wine, cider and minerals have increased while beer sales have declined. Sales of spirits have remained constant.

> Read *Food Service Operations*, Chapter 4 'Licensed trade catering', pages 56 to 63.

Section 2 looks at various styles of table service in more detail.

SECTION 2
Table service

"Oi, - Prawn Cocktail and a Soup of the day for table 6!"

After completing this section you will be able to:

- recognise some of the operational requirements of the various styles of service in which the food is brought to the customers at their table by serving staff.

There are seven distinct styles of table service.

- *Plated* or American service involves a server bringing the food already dished up on the plate and placing it in front of the customer.
- *Silver* or English service involves transferring the food (normally using a spoon and fork held in one hand) from a serving dish on to the customer's plate at the table.
- *Guéridon* or side table service involves transferring the customer's food from serving dishes displayed on a side table or trolley (guéridon) which has been wheeled to the customer's table.
- *Family* service (also known confusingly as English or butler service) involves placing the serving dishes on the table so that the customers can help themselves.
- *French* or butler service involves the customers in turn helping themselves to food from large dishes offered by the server at the table.
- *Russian* or platter service involves the server bringing attractively decorated serving dishes to the table for the customers to admire and then taking them to a side table to be portioned and transferred to the customers' plates. These are then brought to the table.
- *Tray* service involves serving staff bringing the food to the customer on a tray, for instance in an aeroplane or in a hospital.

There are many variations within each style, depending on the type of operation. It is also quite common for the same establishment to use more than one style. For instance soup might be served in a bowl (plated service), the main course may be *flambéd* at the guéridon, and the vegetables may be placed in dishes at the table (family service).

List on this page and overleaf the occasions (for instance banquets) and types of establishment (for instance ethnic restaurants) which are most suited to each of the styles of table service. Also note the main advantages and disadvantages of each service style. It may help you to think in terms of how the method of service influences the impression made on the customer, the level of skill required among staff, the time taken, and so on.

Service style	***Occasions/ establishments***	***Advantages***	***Disadvantages***
Silver			
Plated			

Service style	Occasions/ establishments	Advantages	Disadvantages
Family			
French			
Russian			
Guéridon			
Tray			

These are the uses, advantages and disadvantages of the various service styles given in *Servicecraft: Food and Beverage Service* (unit 11):

Service style	Uses	Advantages	Disadvantages
Silver	Functions where large numbers of customers need service at the same time, for example, weddings, and conferences. Luxury restaurants, directors dining rooms.	Dishes look good, chef and servers show skill, which impresses customers.	Needs highly skilled staff. Costs more. Problems of keeping food hot. Service can be slow.
Plated	Exclusive places specialising in presentation. Guesthouses, breakfasts, hotels offering 24 hour service.	For customers: fast service, can ensure food is hot, staff have time to spend with customers. For restaurant: rapid turnover, fewer staff needed, staff do not need special skills, portion size can be controlled, less wastage, less equipment needed.	Increased kitchen time and labour. When carried out on a large scale, may require special hot plates.
Family	Banqueting, clubs, ethnic restaurants, for example, Indian.	Fewer and less-skilled staff. Service time is reduced. Customers can choose portion size.	Problem for customers handling hot dishes. Lack of portion control, therefore higher food costs. A lot of serving equipment is needed.
French	Highest standard, small banquets, royal functions.	Good presentation, personal service.	Possible poor portioning. Time consuming for servers, slow for customers. Food may become cold.
Russian	Functions and private parties.	Good presentation.	As silver service.
Guéridon or side table	Top class restaurants, night clubs.	Personal service, good for sales.	Expensive to use. Requires highly trained staff and special equipment. Food can go cold.
Tray	Room service, hospitals.	Offers convenience to customers. Relieves pressure on space in the restaurant.	Requires a lot of equipment. Food can get cold over long journeys. Labour intensive.

Peter Jones discusses the origins of guéridon, silver and plate service in section 2.4 of *Food Service Operations* (pages 26 and 27) and gives examples of how certain hotels use them to advantage. Also read 'Family service' on page 47, and section 7.5 about tray service in institutions (pages 114 to 117).

In *Servicecraft: Food and Beverage Service* see units 10, 11 and 12.

During the last ten years guéridon and silver service have been used less and less. The decline is due to various social and economic factors which have affected the appropriateness of service style to a particular operation. Changes include:

- menu and style of dish
- customer expectation of service
- customer expectation of price
- food production methods
- availability of expert staff
- cost of capital investment
- cost of expert labour.

Read case study 2.1 about the coffee shop and restaurant in the Post House on page 29 of Food Service Operations, *and compare the two menus printed on pages 30 and 31. Outline below the effect of selecting plated service in the coffee shop (as opposed to silver service in the restaurant) on staffing requirements, opening hours, and number of customers served.*

Plated service requires a less skilled workforce than silver service, and is suitable for a menu which can be served throughout the day:

- There were slightly fewer staff in the coffee shop than the restaurant, but the coffee shop staff served nearly twice as many customers and the premises were open for nearly three times as long as the restaurant.
- The coffee shop staff were mainly female, were available locally, and were usually unskilled when first employed.

The manager responsible for food and beverages should understand why the selected style of service is appropriate, and what its particular requirements are so that it can be operated effectively.

Section 3 considers various styles of counter service.

SECTION 3
Counter service

After completing this section you will be able to:

- consider the operational requirements of the various styles of service in which the customers collect their own food.

Counter service is usually, though not always, less labour intensive than table service. It is found in cafeterias, pubs, wine bars, at the roadside, in cafés and restaurants, at special functions such as weddings and banquets, and in hospitals, office and hotel corridors, and construction sites. Some of the characteristics of counter service are:

- There are either no serving staff at all, or serving staff who also do other tasks associated with the production of food.
- There tends to be a greater reliance on technology and large-scale equipment.
- Meals are usually served to a large number of people in a short space of time.
- The average amount spent by customers is low compared to table service.

Note briefly some advantages and disadvantages of counter service under the headings below:

	Advantages	***Disadvantages***
Speed		
Presentation		
Prices		
Hygiene		
Choice		
Eating environment		

These are the advantages and disadvantages of counter service given in *Servicecraft: Food and Beverage Service* (unit 14):

	Advantages	Disadvantages
Speed	Customers can be served immediately or within a short time of making their choice. Food is cooked in advance, or the menu is limited to items that can be cooked within a few minutes of the order being placed. In contrast to table service, there is no need for the serving staff to seat the customers, take the order and serve the meal.	During busy periods, particularly in straight-line counter arrangements, long queues may develop. In a straight-line counter offering a choice of two or three menu items only it is possible to serve between eight and ten customers per minute. If there is more choice and an element of self-service, the throughput is only about half this rate. Free-flow counter arrangements can deal with 20 or more customers per minute, particularly if they are familiar with the food choice on offer. Carousel counters can deal with between eight and ten customers per minute, but if customers decide to wait for the carousel to make a full revolution before making their choice (usually a minute) service speed will be much slower.
Presentation	Food items may be displayed in an attractive manner. Customers can decide what to choose on the basis of what they can see. There is no need to imagine what unfamiliar items on a menu might look and taste like. In fast food operations where the food is already packaged before the customers order it, the menu usually includes photographs showing what each item looks like. Also, many customers already know what to expect, either through visiting other units operated by the same company or through media advertising.	Most dishes start to look less attractive as soon as the first portions have been served.
Prices	As fewer staff are required for counter service than for table service, the cost savings may be passed on in lower meal prices.	
Hygiene		If customers touch food they do not require (for example handling bread rolls to see which is the softest) this will cause health risks and be off-putting to other customers.
Choice	Customers may make up their own meals from a choice of items without feeling limited to three courses, or feeling that they can have only one first course item. At self-service counters they can also help themselves to as much or as little as they want.	
Eating environment	The atmosphere is usually more informal and customers can take as long as they like over their meal. They can also choose where to sit and return to the counters as necessary to obtain more food.	Particularly during busy periods or when large parties arrive, it is very difficult for serving staff to prevent noisy behaviour and to keep the tables and floors clean and tidy.

There are eight main styles of counter service:

- *Self-service* requires customers to collect a tray and select the food and drinks they want from a display counter as they pass along. Customers then take their meals to a seating area to be consumed.
- *Fast food* service is a progression from the take-away such as the fish and chip shop where the accent was on convenience. Now one of the main selling points is speed of service. Examples are Kentucky Fried Chicken and McDonald's. Customers usually make their choice from a menu displayed at the counter and eat the food either at seating areas or off the premises.
- *Buffet* service requires the customers to help themselves to food from a large table or other easily accessible display area. Certain items, such as slices of meat, may be served by staff.
- *Carvery* service usually means that the main course, say a selection of roast joints, are displayed on a large table or other surface. Customers leave their tables to make their selection, either serving themselves or, more usually, indicating what they want to the chef who then carves the appropriate joint. First course and sweets are normally served at the customers' tables by waiting staff.
- *Seated counter* service provides seating at the bar or counter where the customers make their orders.
- *Drive-in* service enables the customers to receive their orders without getting out of their cars. The food is handed to the driver at a serving point on the outside wall of the restaurant. In some establishments the food is ordered through an intercom further down the queue.
- *Vending* machines supply customers with many types of hot and cold food from small snacks and sweet items to fully plated meals.
- *Mobile* catering from a van or cart provides customers with hot and cold food and drinks, snacks and ice cream.

Describe briefly below the main differences between self-service counter service and fast food service.

In fast food service the customer's meal is assembled by a member of staff. The customer stays at one particular place at the counter, makes the choice of food from wall-displayed menus, and pays the operative (server) for the meal. With self-service, say in a cafeteria, the customer chooses from among the items on display as he or she moves along a counter or counters, and pays a cashier at the end. With fast food the customers are often expected to clear their own tables.

The paragraphs on 'Self-service counter service' (unit 13) and 'Fast food service' (unit 14) of *Servicecraft: Food and Beverage Service*, and section 5.3 'What is fast food?' (pages 65 to 70) and 'Cafeteria operations' (pages 86 to 89) of *Food Service Operations* give further details.

Give below two major advantages to the customer of automatic vending machines over other styles of counter service.

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Two advantages which add to the quality of customer service are:

- The customer can buy items at any time of the day (or night), unlike most other forms of counter service.
- The vending machine is likely to be closer to the customer than, say, a restaurant.

See the paragraphs on 'Vending' in unit 18 of *Servicecraft: Food and Beverage Service*, and on 'Automatic vending' (pages 94 to 96) of *Food Service Operations*.

List the main differences between any two styles of counter service (name them) in the following respects:

	Style A	*Style B*
When and where payment is made		
Type and choice of food		
Time needed to cook and prepare the food		
Equipment used		
Speed of service		
Time taken to consume the food		
Where the food is consumed		
The importance of trays for carrying items		
Prices		
(Broadly) skill levels required in staff		
(Broadly) staffing levels required		

Read units 13, 14, 15 and 16 of *Servicecraft: Food and Beverage Service*, (re-reading the paragraphs on self-service, fast food and vending). You may then wish to make alterations or additions to your answers.

The manager responsible for food and beverages should ensure that the styles of service selected in his or her establishment is appropriate to the customer's needs, contributing to the overall 'meal experience', and is operated effectively.

Name the style (or styles) of service in your unit. Is this style (are these styles) appropriate to the:

- *type of menu*
- *pricing policy*
- *size of service area*
- *number of staff*
- *equipment used*
- *type of customer*

If not, list below any mismatches, and overleaf any ideas you have to solve the problems. These may involve retraining, better rostering, resiting of equipment, adapting the existing style of service, or even making a complete change of style. Divide your solutions into those which can be implemented immediately and those which would require time and money to put into practice.

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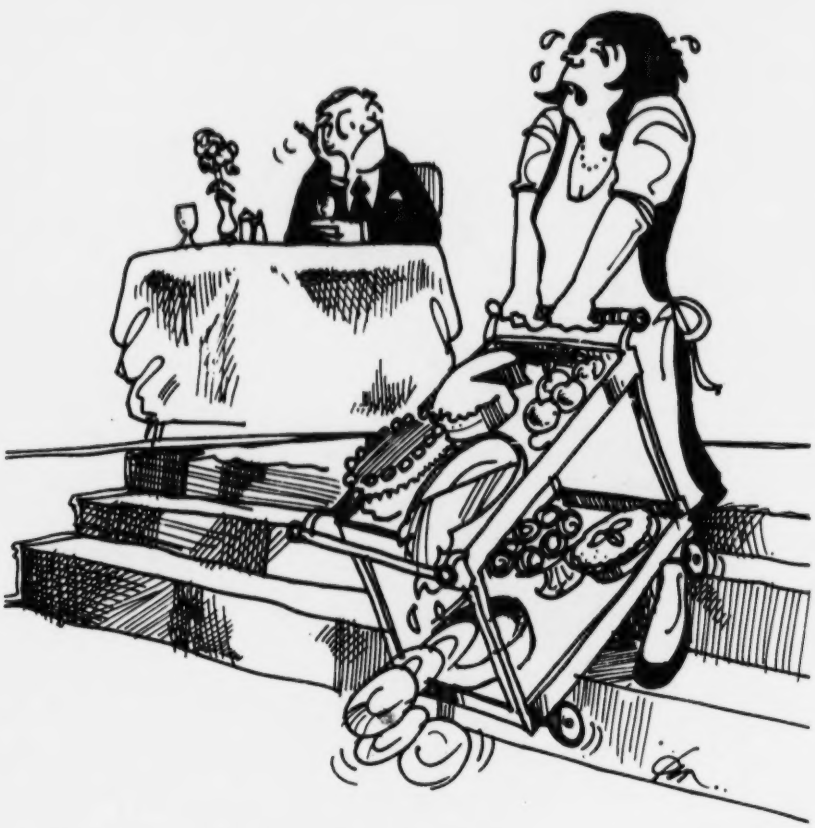
Section 4 looks at the importance of matching restaurant planning and design to the style of service.

SECTION 4
Planning and design



After completing this section you will be able to:

- recognise why the planning and design of restaurants, service areas and equipment are closely linked to the type of operation and style of service
- outline how planning and design decisions can contribute to the well-being of customers and staff, and consequently of the business.

The layout, equipment and design of the eating and service areas should reflect two main considerations: how to make the customers happy, and make a profit at the same time. In other words the choices should be appropriate to the number and type of customers, and to the operational requirements of the business.

You have probably entered a person's living room for the first time, or turned a corner into an unknown street, and immediately had a 'feeling' about the place. Exactly the same happens when customers enter a hotel, catering, leisure or tourism establishment, especially for the first time. They are affected by such things as temperature, lighting, size, shape, decor and layout.

The food and beverage manager is unlikely to have responsibility for major planning and design decisions, but an understanding of how these considerations can give the customers what they want and help reduce operating costs is essential.

> Read the paragraphs on 'The interior' of unit 6 in *Servicecraft: Food and Beverage Service*.

One planning and design decision that may have to be taken regularly by someone with food and beverage management responsibilities is the arrangement of the service and seating area according to the style of service.

Read section 12.2 of Food Service Operations *on layout and seating (pages 181 to 185). Then look at the function details below and decide which type of table plan would be most appropriate to the occasion — formal or informal, with or without top table. (These are set out on a function sheet on page 38 of* Food Service Operations.*) Bearing in mind the number of guests, style of service, and Mrs Mowforth's catering requirements, draw in the space overleaf a seating plan suitable for a function room 10 metres wide by 18 metres long, and a minimum space of 0.8 square metres per person.*

Type of function:	wedding reception
Date:	Saturday, 19th February
Time:	3.30 pm to 6.30 pm
Contact:	Mrs L Mowforth, 20 Clogthorpe Grove, Hull
Number of persons:	120
Catering:	Sherry on arrival
	Cash bar
	20 x Moët et Chandon with speeches
	120 Finger buffet @ £5.50, menu C
	120 teas at 5.45 pm @ 50p
Notes:	White linen
	Table plan and place cards required
	Menus required
	Wedding cake to be displayed

In planning the table and seating arrangements the important facts to consider are:

- the type of occasion: it is a wedding reception
- the food arrangements: there is a finger buffet only
- the number of guests expected: 120
- the bar/drink arrangements: there are cash drinks
- other details: tea is to be served (cups?), place cards required (top table only?), table plan required (top table only?).

One suitable table arrangement is:

- formal top table for the bridal party and wedding cake along the width of the room
- a buffet table of food along the long side of the room to allow better access
- informal elsewhere with enough laid out tables for people to sit at if they wish. (There is enough space to have one-metre round tables to help create the required informal atmosphere.)

Visit, and if possible have a meal or drink, in a counter service establishment, say in a motorway service area, railway station, department store or high street:

1. *Draw below a plan (this need not be to scale) showing the seating area(s), service area(s), hot and cold food and beverage counters, and cashier point(s). Show also the position of the entrances and exits, and the kitchens.*

2. *As a customer did you notice any ways in which the layout could be improved, for instance to minimise queueing? What aspects of the layout did you like?*

3. *Redesign the layout as you think appropriate, explaining any changes you make.*

Have another look at section 6.5 of *Food Service Operations* (pages 86 to 94). Read the paragraphs on counter arrangements in unit 13 of *Servicecraft: Food and Beverage Service*. You may want to make some adjustments to your redesigned layout.

Staff, just like customers, are affected by lighting, temperature, design and layout. The working environment influences how effectively staff do their jobs. So does the equipment which is available. Depending on the task sometimes people and sometimes machines are more effective.

Consider the cashiering tasks involved in a cafeteria and tick below how each one can be done more effectively: by machine or by the cashier. Tick both columns where a combination is more appropriate and use the notes column to explain any special circumstances.

Task	Machine	Cashier	Notes
1. Identifying items on tray			
2. Pricing items			
3. Adding prices			
4. Storing and adding up total prices			
5. Obtaining cash from the customer			
6. Identifying the cash received			
7. Calculating change			
8. Storing the cash received			
9. Giving change			
10. Keeping records			

	More effective	Circumstances
1.	Cashier & machine	Cashier has sense of sight. Machines at supermarket checkouts, for instance, can identify items marked with bar codes (vertical black and white stripes), thus carrying out tasks 1, 2, 3, 4 and 10 simultaneously.
2.	Cashier & machine	Cashier when there are relatively few menu items and price changes. Machine when there is a wide choice and frequent price changes.
3.	Machine	
4.	Machine	
5.	Cashier & machine	Customers often look at the total displayed on the till rather than listen to the cashier.
6.	Cashier	Though a machine could do this too.
7.	Machine	Speedier and more accurate than a person.
8.	Machine	
9.	Cashier	Though some machines do give change too.
10.	Machine	

Dissatisfaction among serving staff can easily arise if the manager's system of allocating tables or covers per station is seen to be unfair.

List below the ways in which the restaurant manager could make sure that each station waiter or waitress serves roughly the same number of customers.

Some tables are more popular with customers because they are, for instance, near a window, and so allocating the same number of covers on a permanent basis, regardless of their position in the restaurant, means that some staff will be working harder and be put under more pressure than others. Where service tips are kept by the individual opportunities to increase earnings will also be affected. Ways in which the restaurant manager could overcome this problem are to create stations:

- of equal size, irrespective of the popularity of certain tables, and then rotate the staff around the stations on a daily or weekly basis (this is probably the best option)
- which will generally have equal demand for the tables, for example a station may include a table near the window and one near a door or service point, and keep staff on the same station
- of unequal size so that stations with popular tables have fewer covers to serve than stations comprising less popular tables.

Chairs and tables should be selected because they are well designed and appropriate to the type of operation.

Read section 12.5 of Food Service Operations *(pages 180 to 190). Then visit four catering establishments as different from each other as possible (say a fast food outlet, a motorway cafeteria, a pub and an exclusive restaurant), and take a good look at (and if possible use) the tables and chairs in the eating and drinking area of each. In the space below and overleaf make an outline drawing of these, explaining why they are suitable, or unsuitable, for the type of operation. Aspects you may wish to consider are comfort, ease of cleaning and maintenance, durability and appearance, and even cost if you can find this out.*

Take another look at the section you have just read on furniture in *Food Service Operations*. You may want to make additions or alterations to your conclusions.

Interior design should be selected with the following aim in mind: to create an effective environment at a reasonable cost. This includes running costs as well as capital costs.

Read section 12.6 in Food Service Operations ***(pages 190 to 194) and then list below the ways in which the interior design of a unit can reduce operating costs and/or increase revenue.***

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Lower operating costs and/or increased revenue can be achieved by ensuring that:

1. The capital costs of creating the right interior are repaid through increased sales and turnover within a specific period of time.
2. Running costs such as heating and lighting, cleaning, replacement and depreciation are kept to a minimum without undue lowering of standards of service.
3. Staff are happy working in the environment, in other words they want to stay in the job (recruitment is expensive and increasingly difficult).
4. The interior design reflects the function and style of the unit as well as the menu and other services and facilities offered, so that customer expectation is satisfied.
5. All equipment and furnishings are correctly positioned to achieve the highest efficiency and the operation as a whole functions smoothly.
6. The length of time the decor will last before being renewed is taken into account.
7. Interiors should be correctly maintained, for instance using the recommended cleaning materials, and staff should know their responsibilities in this area.

Think about how the unit where you work measures up to each of the points above. List below the ones where improvements could be made.

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The equipment needed for food and beverage service can be broadly divided into:

1. Equipment for transporting food and drinks — trays, trolleys, plates, glasses, cartons.
2. Utensils for eating food — knives, forks, spoons.
3. Materials for protecting against spillage — tablecloths, napkins.

Choose four items of equipment from your own workplace and indicate below what they are:

A

B

C

D

Rate how well each fulfils the following requirements. Use a scale, such as 1 = very good, 2 = good, 3 = moderate, 4 = poor, or a symbol, for example √ = good X = poor.

Requirement	***How it fulfils the requirements***			
	A	***B***	***C***	***D***
Fit for the purpose, in shape and materials used				
Cost and value for money				
Durability and expected life				
Ease of storage or stacking				
Hygienic design and ease of cleaning				
Compatibility with the style and image of the unit				
Established pattern range for ease of replacement or enlargement of stock				

Read units, 17, 18 and 37 on table and counter equipment of *Servicecraft: Food and Beverage Service*. Chapter 13 of *Food Service Operations* gives further information on equipment.

Section 5 shows the importance of effective control procedures to prevent fraud, theft and error, and to help in sales analysis.

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SECTION 5
Sales control

"Does Sir not have a credit card?"

After completing this section you will be able to:

- understand why budgetary control is essential to the financial well-being of the business
- recognise how control procedures can minimise fraud and careless handling, particularly by staff
- identify the range of point of sale equipment available
- understand how sales control information can help in sales analysis.

Proper control procedures are required at all stages, from obtaining the raw materials, through preparing and cooking the product, to finally selling it. *Food & Beverage Provision* considers primarily the last of the three main aspects of food and beverage control; that is control of revenue created by selling the product to the customer. The self-study unit *Food & Beverage Control* considers the cost control aspects, and *Food & Beverage Production* considers control through the appropriate level of profit margins.

> Read Section 15.1 of *Food Service Operations* (pages 230 and 231) about the financial aspects of running a catering operation.

It is essential in any catering operation, as in all businesses, to have some idea of the expected performance. In the commercial sector of the industry, the most common measure is the level of profit forecast. In the welfare sector the measure is usually spending targets which are expected to be met. These measures are called budgets. Although it is usual for a budget to be expressed in monetary terms, in catering a useful measure can also be the number of covers or meals to be served each month, for example.

> Read Section 15.2 of *Food Service Operations* (pages 231 to 233).

One of the main functions of a budget is to provide a comparison between the actual performance of the operation and the target performance. In this way problems can be tackled quickly and full advantage taken of favourable trends.

Take another look at the budget for the university vending machine in table 15.1 on page 233 of Food Service Operations, *and below make any comments you have about the figures. What might account for the variances between projected and actual figures? Is any corrective action needed, and how can the manager ensure that the right decisions are made?*

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The budgeted figures show the expected level of use of the vending machine on a university campus, and the seasonal change in demand for hot drinks. There is a general trend for budgeted sales to fall during the spring months and to rise again in the autumn. The slight dip in sales expected in December and January is probably due to the Christmas break. The actual sales show that in real life, expectations are not always achieved. There may be a large number of reasons for this. For instance hot weather or machine breakdown may have caused the large shortfall in September, while a residential conference over Easter may have caused the increase in expected sales in April. The manager should have other information to account for budget variances and therefore be able to take corrective action.

Once the expected level of sales is established it is important to make sure that the proper revenue is received for every item sold. This means the manager must set up adequate control procedures to ensure that service staff are honest and work competently, without being wasteful.

Read pages 236 and 237 of *Food Service Operations* on 'Sales control'.

The operation most open to error, theft or fraud is when payment is received from the customer. Cash tills (advanced systems are known as point of sale equipment) give revenue control information which can minimise loss to the business.

Cash registers

The most simple point of sale equipment is a mechanical cash register which adds up figures and has a visual display. It will also print out various documents:

Customer receipt Lists the prices of the items purchased, the total amount due, and the date of purchase.

Audit roll Gives a duplicate of each transaction for control purposes.

Cashier's report Shows the cumulative total of cash received and the number of transactions.

Electronic cash registers offer more sophisticated analysis. A common feature is an *item look up* which stores the name and price of the items sold. Instead of entering £0.95 the cashier pushes a button marked 'whisky' and the register automatically records 'whisky £0.95'. An electronic register may also have:

Customer receipt Records the name and price of each item purchased, the cash received and the change given.

Check Names the item purchased to authorise issue from the kitchen.

Sales mix report Shows the numbers of each item purchased, possibly according to the time of day.

Cashier's report Shows the value of sales by different members of staff and total sales for each method of payment (cash, credit card, account, and so on).

Integrated microcomputer systems

Microcomputer-based point of sale equipment can be used to control all aspects of a catering operation.

A system for a fast food restaurant, for instance, may comprise eight keyboards, four VDUs, eight cash drawers, four printers for customer receipts, and a remote screen and printer for management control. It may store standard recipes, predict ingredients required, hold data on stock movements, act as a time clock for staff, and calculate wages. Additional data may also be available on:

- hourly sales per employee
- wages costs
- gross profit rates
- wastage
- stock losses.

Network computer systems

Point of sales equipment may be linked into a central system. For instance the equipment in a hotel restaurant may be part of a network linked to the central hotel cashier's office. This enables restaurant sales to be charged directly to guests' hotel accounts, or the general manager to get up-to-the-minute reports on the financial performance of the whole hotel. This type of network can also be used for a number of businesses in different locations all linked to a central office.

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Once revenue control data is obtained it needs to be analysed so that the manager can take appropriate action. The process of finding out what the sales data mean is called sales analysis.

Read Section 15.6 of Food Service Operations *(pages 245 to 247). Then identify and note below two ways in which the analysis in figure 15.5 may be used by the manager. Also describe the fluctuations in demand for the five products shown in figure 15.6 and explain why this might be so.*

Figure 15.5 looks at daily sales variances. This information is important when establishing staffing levels. For instance in the fast food sector very detailed analysis of sales is made and the number of staff on duty is closely linked to expected business, with carefully worked out starting times. The sales information can also be used to identify slack periods so that effective sales promotions, for instance a 'happy hour', are used to attract custom.

Figure 15.6 looks at product sales variances. These show weekly peeks and troughs for all five products. Perhaps more importantly, they can identify any menu product which is declining in popularity, and what the least popular item or items are. For instance the fish dish is probably due for a change.

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It is essential for the bar manager to use rigid control procedures over the sale and stocks of alcoholic drinks. Liquor is an expensive and relatively fragile product. Fraud, theft and careless handling all lead to costly losses to the business. (For the law on selling alcoholic drinks see Section 7.).

At the Red Lion pub it is the bar manager's evening off. Julian, one of the bar staff, is the first to arrive. Making sure that no one else is around he takes down the bottle of Bell's whisky from the spirit measure behind the bar, and replaces it with an identical bottle which he has brought with him. However he does not interfere with the bottle of Bell's which is at the other end of the counter. When the session is over Julian checks that no one is watching him and removes his own bottle of whisky, replacing the original one on the spirit measure. Explain what Julian was probably up to, and what he would do to make sure he was not found out. What is the financial loss to the business if Julian sells an average of 30 measures of his own whisky on each of three sessions a week over a period of four weeks? List the control procedures the bar manager could introduce to minimise this kind of fraud.

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Julian was selling his own whisky, not entering the sales in the till, and taking the profits. It might have raised suspicion if no Bell's were sold that evening so Julian probably took, say, every fourth order for a Bell's from the Red Lion's bottle at the far end of the bar and entered it, in the correct way, in the till. If Julian sells 30 single measures from his own bottle at 75p a measure, the pub's turnover in just one evening is £22.50 less than it should be, and profits will be proportionately lower. If Julian does this three times a week for a period of four weeks, the drop in profits would be around £100. Thieves do not like to be caught, and so if control procedures are effective pilfering is less likely. The bar manager could minimise Julian's kind of theft by:

- marking or coding all labels of spirits in stock
- installing an electronic till which itemises drinks sold, and checking that the quantities of spirits sold are roughly what is expected
- spot checking for other brands in the bar area
- issuing new stock only in return for empty bottles
- checking that all sales are correctly entered in the till.

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Other types of alcohol fraud and theft, and what can be done to safeguard against it are:

Under delivery	Check contents of all casks, kegs, cases and crates against delivery notes. Check returns to supplier.
Theft from cellar and bar	Maintain up to the minute stock levels of all items using bin cards or a computerised system. Carry out random spot checks every day against recorded stock levels. Stocktake regularly, every 2 to 4 weeks. Keep records of partially-used kegs and other items that have to be returned to the supplier.
Sale of own stock bought by staff	Mark or code all labels of spirits in stock. Spot check for other brands in bar area. Ensure all sales are correctly entered into the till. Issue new stock only in return for empty bottles.
Watering down of stock	Carry out random checks.
Overcharging or short-changing customers	Clearly display bar prices (required by law). Make sure cash register displays are easy to see. Carry out spot checks of cash in till drawer against till reading.
Serving short measures	Ensure barstaff are properly supervised. Keep equipment well maintained and clean. Monitor bottles to see that exact measures are left in them. Update spirit dispensers (new models are required by law from December 1991).

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List below the control procedures on the previous page which are not practised at your workplace but which you think would be successful in discouraging theft and fraud.

Section 6 looks at your role in organising the right staff in food production and service areas.

SECTION 6
Organising the right staff

After completing this section you will be able to:

- appreciate the importance of recruiting and retaining appropriately qualified food production and service staff
- identify some of the organisation structures used in food production and service operations
- consider the staffing levels required for a variety of food production and service operations
- devise staff rotas.

Whatever the type of catering system it must be organised to produce and serve food to the standards expected by the customers. A catering manager is successful if the catering operation is:

- well planned — appropriate menus, prices, the desired level of profit, efficient kitchen and so forth (see *Food & Beverage Production*)
- well-controlled — purchasing and supply, procedures to check waste and fraud, and effective monitoring of costs and revenue (see *Food & Beverage Control*).

But well-planned kitchens and effective procedures in themselves do not cook and serve meals. It is the staff who make the most vital contribution of all.

Labour costs — staff wages, recruitment and training costs, national insurance, meals, uniforms, and so on — account for a high proportion of the running costs of any organisation. It is the manager's job to keep these costs as low as possible while still providing the standards of service the customer expects. The main ways in which labour costs can be kept down include:

- selecting the right staff
- increasing productivity
- devising appropriate staffing rotas.

Recruiting and retaining staff in the unskilled and semi-skilled jobs in catering is a continuing problem (see HCTC self-study units, *Getting the Right Staff* and *Staff Retention*). However there are an increasing number of training courses (college-based and work-based) and government and industry-organised schemes available. These lead to NCVQ-recognised qualifications such as Caterbase, City and Guilds and BTEC and in Scotland to SCOTVEC qualifications.

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List below the advantages of recruiting qualified and/or experienced staff and of recruiting unskilled staff, from the point of view of trying to save on labour costs.

Advantages of qualified/skilled staff

Advantages of unskilled staff

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The advantages of employing skilled staff are:

- their previous experience and/or qualifications means that they may require less on-the-job training, thereby reducing costs
- their productivity level may be higher because of their experience and knowledge.

The advantages of employing unskilled staff are:

- the wages are likely to be lower than for qualified and experienced staff
- they can be trained to meet the specific requirements of the establishment, thereby lowering costs in the long run (but expensive on-the-job training may be given, with the risk that the person may then leave).

The levels of skill and number of staff required in food production and service vary with the type of unit, that is, the menu and the service style adopted. Table 14.1 on page 216 of *Food Service Operations* compares these levels, together with wage levels.

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In the traditional hotel kitchen the staff are organised in teams or parties with specific responsibility, for example for pastries and sweets, for the larder and cold preparations, for vegetables and so forth. An executive chef will be in overall charge, with a deputy or sous chef.

In smaller establishments it is likely that the head chef will be responsible for one particular section such as the larder or the sauce section. The executive or head chef has overall responsibility and will carry out such tasks as staff rostering, menu planning, dish costing and orders. He or she will often take control of the hot plate during service time, shouting out orders and checking the food before it is taken by the serving staff. Some head chefs do not have much opportunity for cooking.

In other catering organisations the kitchen staffing structure is more informal, with such job titles as kitchen superintendent, head cook, assistant head cook, cook and catering assistant.

In traditional hotel restaurants, a fairly rigid system of staffing also exists. Just as the kitchen is based around *parties*, so the restaurant has *stations*, and the staff are likely to be referred to by the French terms. For example: *maitre d'hôtel* (restaurant manager or head waiter), *chef de rang* (station waiter/ress), *commis* (trainee), and *sommelier* (wine waiter).

63

Draw below two organisation charts, showing the staffing structure in your workplace of:

- *the kitchen*
- *the restaurant or service area*

Imagine you are the manager of a restaurant and function room (banqueting suite) with full silver service. Describe briefly below the places where you might find suitable candidates and/or the types of publications where you would place job advertisements for:

- *a commis waiter/ress*
- *a head waiter/ress*
- *casual banqueting staff*

Commis waiter/ress Check with the Job Centre, advertise locally, contact nearby colleges which offer catering courses.

Head waiter/ress Advertise in the national newspapers, or in the catering trade press, or use a specialist recruitment agency.

Casual banqueting staff Can often by found by personal recommendation of staff or by advertising on the staff notice board. You might take a tip from function caterers who put a circular through the letterbox of houses nearby. Once good casual staff are found you should keep their particulars so that they can be contacted again.

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One of the main concerns of the catering manager is to achieve the best level of productivity from kitchen and service staff. This does not mean employing so few people that the quality of the work declines, together with staff morale. This is a short sighted solution to the problem of keeping labour costs down, since staff are more likely to leave if the workload becomes unreasonably heavy — and recruiting new staff is an expensive business. There are several ways in which staff productivity can be improved, for instance.

- Through the kind of food preparation and cooking methods which are used, for example in cook chill. The number of portions produced is determined well in advance, cooking is carried out in bulk, overtime and weekend work can be reduced or avoided altogether, and so staff produce more meals in less time.
- Devising sales promotion and marketing efforts which improve business during the quieter times.
- Reviewing the opening hours of the operation if there are slack periods at the beginning or end of the working day.
- Analysing how table reservations are made. Two sittings can sometimes be fitted into an evening if the first reservation is for 7.30 or earlier.
- Controlling overtime payments by ensuring that staff will only be paid if requested to work overtime by management.
- Ensuring staff work in an organised and efficient way, for instance with standardised methods of working.

67

For each of the techniques listed below give one example of how drink sales in a pub might be increased.

Temporal (at certain time of day) sales promotion

Product sales promotion

Merchandising

Public relations

68

Here are just some examples:

Temporal sales promotion

- Drinks at reduced prices during off-peak times — the happy hour concept.
- Staying open after normal closing hours for special events such as New Year.

Product sales promotion

- Product launches.
- Traditional draught beers, quality wines.
- Cocktail of the week.

Merchandising

- Tent cards on each table describing promotion.
- Beer mats.
- Displays.

Public relations

- Donate a penny to a local charity on every pint sold.
- Enter the annual race for Beaujolais Nouveau.

69

Read page 72 of Food Service Operations *on 'Staffing', and the first three paragraphs of case study 7.2 'The school meal service in Somerset' (pages 111 and 112). What is the main difference in staffing structure between fast food and the schools meals service, and why is each method appropriate to its own style of service?*

70

The main difference is that fast food operators are much more flexible in their approach. They rota staff to the quarter hour and decide staffing levels on the basis of the previous week's demand. They can do this because they employ a larger number of part-time staff and have very accurate analyses of their turnover.

The school meals service establishes staffing levels weeks in advance and only modifies these every now and then. This is because the take up of meals in schools tends to be the same from day to day, although there is a general fall in numbers over the school year as secondary school-leavers depart.

The successful day to day running of a catering operation depends on an appropriate staffing rota which is based on the manager's knowledge of staff productivity and the number of meals or items expected to be sold.

> **Read the paragraphs 'Determining productivity', 'Forecast demand' and 'Devising staffing rotas' on pages 216 to 219 of *Food Service Operations*. The information can be applied to food production as well as service operations.**

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Each waiter and waitress in the Castle Restaurant is expected to serve 15 covers (customers) an hour. Figure 14.1 on page 217 of Food Service Operations *shows the turnover in one week. Assuming the staff work a five day week made up of ten split shifts (lunch or dinner), calculate the staffing levels required and draw up an appropriate staffing rota (use the space opposite if you wish).*

72

The first thing to do is establish how many staff are needed for each service (L = lunch, D = dinner). This is done by dividing the total number of covers served each day by the productivity figure (15 covers per hour):

Sun		Mon		Tues		Wed		Thurs		Fri		Sat	
L	D	L	D	L	D	L	D	L	D	L	D	L	D
6	5	4	3	4	3	6	4	5	3	7	6	7	6

Staff work a five day week, and if you assume that they take one full day off and two half days off, then using the figures above, you need a total of 69 half days worked to cover the restaurant's needs. Since each member of staff works ten half days, you need seven staff. This is the most economic staffing level. (However if you think staff should have two clear days off, then you will have to employ eight staff. In this case, on most evenings, you will have more staff than actually required.) Assuming seven staff it would make the rota more acceptable to staff, if one of the evenings off preceded the day off. The other evening off could be at any time. One possible answer is given below. (Note: there is one more staff on duty on Thursday evening than actually needed to make up the five day week.)

Rota for the Castle Restaurant

	Sun		Mon		Tues		Wed		Thurs		Fri		Sat	
	L	D	L	D	L	D	L	D	L	D	L	D	L	D
1	x	off	off	off	x	x	x	x	x	off	x	x	x	x
2	x	x	off	off	x	x	x	off	off	x	x	x	x	x
3	x	x	off	off	x	off	x	x	x	x	x	off	x	x
4	x	x	x	x	x	off	off	off	x	off	x	x	x	x
5	x	x	x	x	off	off	x	off	off	x	x	x	x	x
6	off	off	x	x	off	x	x	x	x	x	x	x	x	off
7	x	x	x	off	off	off	x	x	x	off	x	x	x	x

L = lunch
D = dinner

Section 7 looks at working safely and hygienically, and at the legal obligations of those involved in preparing and serving food and beverages.

SECTION 7
Hygiene, safety and the law

After completing this section you will be able to:

- understand the main aspects of the law on health and safety, which affect the production and sale of food
- understand the legal obligations of licensees (and staff) in the sale of alcohol
- list guidelines for staff in food production and service areas on working hygienically, safely and legally.

Food stored in unhygienic conditions and then served to a customer may contain harmful bacteria which would make that person very ill. A potentially dangerous piece of equipment such as a bacon slicer may injure the member of staff who uses it without adequate training. There are laws to prevent these and other risks which could endanger the health, safety and welfare of customers, staff and everyone else who uses the premises.

Managers of food production and service areas need to be aware of what these legal obligations are.

Remember employers and staff can be fined and even imprisoned for breaking the law. Employers may also be banned from trading, and staff may lose their jobs.

Find out as much as you can about a recent incident where a catering establishment was prosecuted under the laws on food hygiene. You will be able to get information from back copies of newspapers and trade magazines, and from your local office of fair trading and environmental health officers. Describe below what the establishment was accused of and, more generally, what happened to cause this. What was the defence offered by the management or staff of the establishment? What action was the business required to take to put matters right? What effect do you think the publicity may have had on the business? What effect will the new (1990) hygiene legislation have on such incidents?

Changes to the food hygiene laws were announced in July 1989 in a government white paper *Food Safety — Protecting the Consumer*.

- The Food Act (1984) and comparable Scottish legislation will be replaced with a new act (probably called the Food Safety Act and taking effect in spring 1990). The food hygiene regulations will be tightened up.
- Tougher penalities will be introduced for caterers who break the law: unlimited fines and Crown Court jail sentences of up to two years. For lesser cases heard in magistrates' courts, fines are to be raised ten-fold to £20,000, with prison sentences of up to six months.
- Enforcing officers (EHOs) will be given stronger powers to seize unfit food, to condemn whole batches of food and to close down catering premises more quickly.
- All hotels, restaurants and other catering establishments will have to be registered with the local authority.
- Training of food handlers is likely to become compulsory. All those who handle food directly, whether fresh, frozen or chilled, would have to take a basic food hygiene course, sit an exam and obtain a certificate to show enforcing officers. Those covered would include casual staff and kitchen supervisors.
- Food irradiation and other technical developments in food processing and catering will be dealt with in the new legislative framework.
- 'Best before' and 'sell by' labels on perishable foods will be phased out and replaced with a 'use by' date.

Read units 16 and 17 of *Health, Hygiene and Safety in the Hotel and Catering Industry*.

The sale of alcoholic drinks is also strictly controlled by various laws which regulate:

- opening hours
- price of drinks
- size of drinks measures
- types of drinks which can be sold
- quality and alcohol content of drinks
- to whom drinks can be sold.

A licence has to be obtained in order to sell alcohol, what sort of licence depends on the type of establishment.

Visit a bar of your choice and summarise below the content of the notices on display around the public and bar areas. Tick the ones which you think are required by law.

The notices which should be displayed by law are:

- the measure of spirits served, for example single: 1/6 gill, double 1/3 gill (under new EC legislation measures will have to be expressed in fluid ounces)
- the alcohol content of drinks offered for sale
- if the establishment has chosen to follow the code of practice on the sale of wine by the glass, the measure of wine served
- the measure and prices of drinks sold
- if food is served, a list of prices or a menu displayed so customers know the cost of any items before they order them.

Other notices likely to be found will remind customers that:

- alcohol cannot be served to any one under the age of 18
- low alcohol and non-alcholic drinks are available

and give details of special promotions.

> Read units 36 and 37 of *Barcraft: Bar and Alcoholic Beverage Service* which deal with some of the ways in which the law affects licensed premises.

Knowing what the law requires of you is only part of the matter. Your staff also need to know what is required of them, and how to do their day to day tasks to ensure they keep within the law — for instance pouring the correct measure of whisky, or refrigerating food at the correct temperature to prevent the growth of harmful bacteria.

There is another aspect to the way in which staff do their work which may not be directly covered by the law on health and safety, but which ultimately affects the success of the business. If customers see untidy premises, sloppily arranged food displays, and staff with unbrushed hair who bite their nails, they will automatically think that the food and drink is unhygienic. And they will not come back.

It is the manager's job to make sure staff are aware, not only of their obligations as far as the law is concerned, but also of how their working methods can influence the impression customers get of a place.

Visit a pub of your choice, and note in the appropriate space below and on the next page your observations on the appearance of the premises, equipment and staff, and on the hygiene and safety aspects of the way staff worked.

General appearance of the premises
What was your immediate impression when you walked in?

General appearance of the staff
Were the barstaff neat and tidy? Did they wear uniform or their own clothes?

Personal habits of the staff
Did they avoid sneezing, coughing and blowing their noses near food and drink? Did they smoke, eat, chew or scratch their hair, and if so, what effect did they have on you?

Cleaning glasses
Were they clean? Were they washed by hand or machine?

Handling glasses
Did staff hold them by the stem or base, or by the rim where people drink from?

Pouring drinks into the glass
Did staff allow the nozzle of the drinks dispenser or the neck of the bottle to come into contact with drink as it was poured into the glass? Did customers get a fresh glass for each drink ordered?

Emptying ashtrays
Was a metal container which would not catch fire used?

Keeping the toilets clean
Were they clean? Were there clean towels, soap and hot water available?

Keeping the bar and customer areas clean and safe
Was there any broken furniture or other potential hazard?

Could any of your observations be applied to your workplace? Read *Health, Hygiene and Safety*, unit 37 on hygienic food preparation, and unit 43, 'Hygiene checklist for serving staff'.

Much of the equipment used in food preparation, and even service, is potentially dangerous, for instance cookers, knives, fat fryers, gas lamps for guéridon cookery. Staff need to be properly trained in how to use them. All equipment, whether potentially dangerous or not, needs to be handled correctly for reasons of hygiene, and to avoid breakages which are expensive.

Read Section 13.5 of Food Service Operations *(pages 208 to 211), and units 41 and 42 of* Health, Hygiene and Safety. *Select two pieces of equipment (one of them should be potentially dangerous), and design a poster for each (below and on the page opposite) explaining to staff how to use and clean it and, if relevant, store and maintain the equipment on a daily basis. If possible include reasons why equipment should be properly cared for, and bear in mind where you might display the posters.*

Your posters will probably have illustrated step by step instructions showing the main aspects of correct handling and maintenance. You may also have stressed the importance of correct handling by showing exactly how much a piece of equipment costs, or even by estimating how much its life is shortened if mishandled. The safety aspects should also have been made clear. The best place to display your posters is where staff clean or store the relevant equipment or utensil.

> Read unit 59 of *Servicecraft: Food and Beverage Service* on safety and hygiene in the restaurant.

The objective of any catering operation is to make a profit (or to keep within government or local authority budgets), and to keep the customers satisfied. As a manager responsible for the provision of food and beverage sales to the customer, you should now have a clearer idea of your part in achieving this objective.

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